



THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20301

SM-321-82
24 May 1982

MEMORANDUM FOR: Commander in Chief, Aerospace Defense Command
Commander in Chief, Atlantic
US Commander in Chief, Europe
Commander in Chief, Military Airlift Command
Commander in Chief, Pacific
Commander in Chief, US Readiness Command
Commander in Chief, US Southern Command
Commander in Chief, Strategic Air Command
Director, Defense Intelligence Agency

Subject: Participation of Commanders of the Unified and Specified
Commands in Preparation of National Intelligence
Estimates

1. This memorandum is an administrative update of and supersedes
SM-184-77, 23 February 1977.

2. The Joint Chiefs of Staff have established a formal procedure
to provide the views of the commanders of the unified and speci-
fied commands to DIA for consideration in the development of
the National Intelligence Estimates (NIEs). They consider that
the Director, DIA, in his role as a DoD representative to the
National Foreign Intelligence Board (NFIB), and the Service
Intelligence Chiefs, in their role as observers, should have
the benefit of the views and assessments of the commanders of
the unified and specified commands on a formalized basis with
the understanding that:

a. The Director, DIA, will base his ultimate position on
all the evidence before the NFIB.

b. NIEs are designed chiefly to be responsive to require-
ments at the national policy planning level. Therefore,
the general treatment in the NIEs will not entirely satisfy
the particular planning requirements of the commanders of
the unified and specified commands. While the inputs of
the commanders of the unified and specified commands may
not be completely reflected in national intelligence prod-
ucts, they will be considered for inclusion in the appro-
priate intelligence portions of the Joint Strategic Planning
System.

c. Recommendations from the commanders of the unified and
specified commands should be clear and concise, with suffi-
cient supporting justification to withstand the critical
examination that necessarily precedes the development of
the NIE judgment.

d. In making their recommendations to DIA, the commanders of the unified and specified commands should take into account the pressures affecting the estimates program:

(1) Requirements for national level estimates are increasing and are demanding more definitive judgments.

(2) Requirements for staffing National Security Study Directives are expanding.

(3) Requirements involve greater quantification of data, as in the Defense Intelligence Projections for Planning.

(4) Time to produce certain NIEs is often limited. These must be published early enough to be useful for defense budget considerations but late enough in the year to profit from the full range of the annual collection effort.

3. The Director, DIA, is directed to:

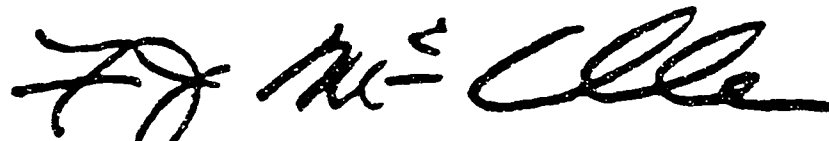
a. Invite recommendations from the commanders of the unified and specified commands on those portions of the NIEs upon which they may wish to comment.

b. Provide a time schedule for each of those NIEs on which DIA would anticipate a response from the commanders of the appropriate unified and specified commands.

c. Establish dates by which comments will be required for effective consideration by DIA and the Services.

d. Invite comments on published NIEs for use in future considerations.

For the Joint Chiefs of Staff:



R. J. McCONVILLE
Colonel, USA
Secretary